



Canadian Dairy
Commission

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canadienne du lait

THE FUTURE OF CANADIAN DAIRY TOWARD 2036

June 3, 2026

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Canada 



AGENDA

- Setting the tone
- Guiding perspective
- Where are we now & forces shaping the future
- From serving Butterfat market to serving all markets
- Looking ahead: Plausible futures for Canadian dairy
- Closing perspective



SETTING THE TONE

WHERE DO YOU ENVISION YOURSELF IN 10 YEARS?

1. Working in dairy
2. Be the boss
3. Busy doing nothing (retired)
4. Moved into a new career
5. Other



GUIDING PERSPECTIVE





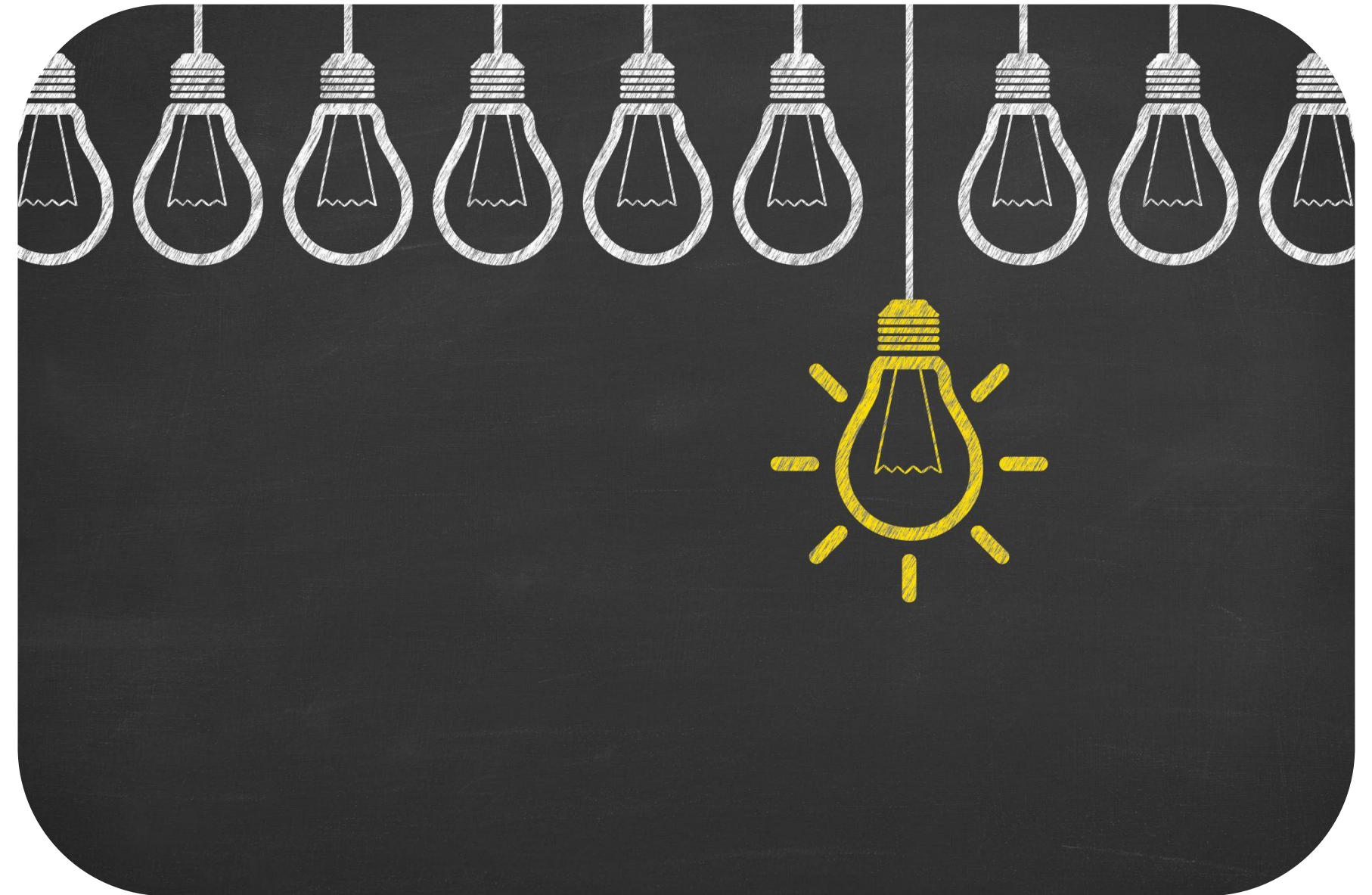
**What must Canadian dairy *become*
by 2036 to remain
trusted, competitive, and viable?**

CDC'S ROLE

Steward

Collaborator

Catalyst



CDC PROCESSOR ENGAGEMENT STRATEGY

STRATEGY OBJECTIVES

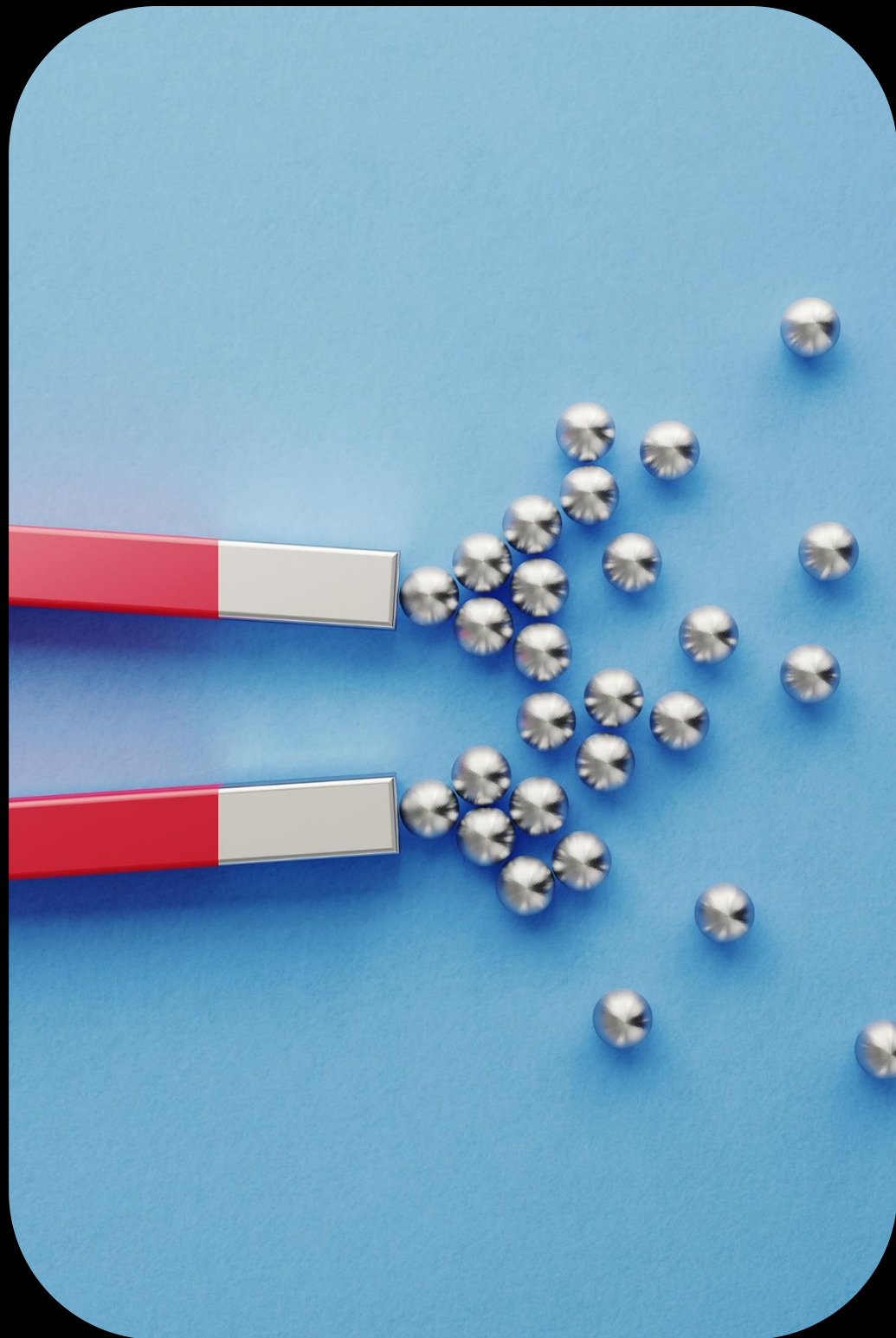


- A. Listen and understand processors
- B. Include processors input
- C. Customer-focused approach
- D. Effective National Governance which include Processor Association

**Full presentation on the CDC
Processor Engagement Strategy**



WHERE WE ARE NOW & FORCES SHAPING THE FUTURE





RANK THESE FROM MOST TO LEAST UNDER PRESSURE TODAY:

- Public trust toward dairy (system, safety, etc...)
- Labour
- Uncertainties (international trade context)
- Dealing with changing consumer preferences
- Milk and dairy ingredient supply
- Environmental expectations
- Innovation & technological changes (UF, AI, etc...)



DID WE MISS ANYTHING?



FROM SERVING BUTTERFAT MARKET TO SERVING ALL MARKETS

SERVING ALL MARKETS - 2025 CONTEXT

Total Requirements (BF)

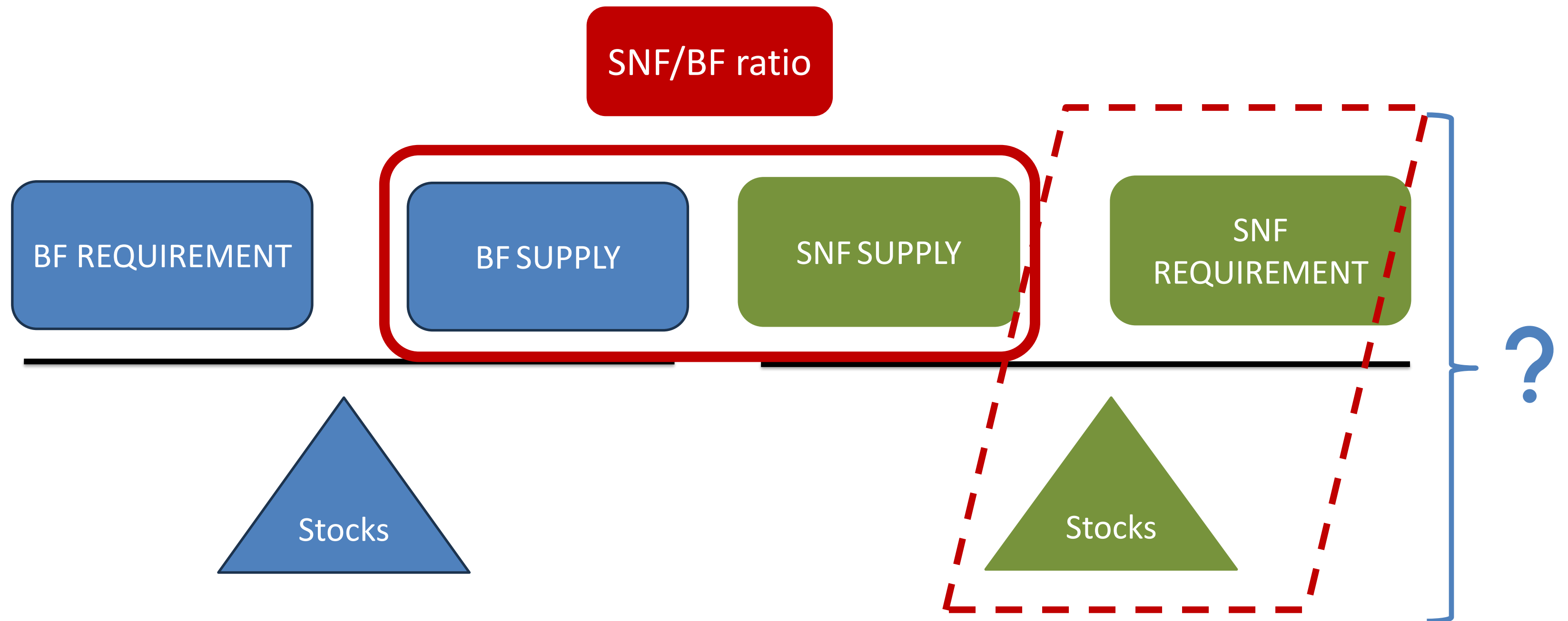
- ↑ 3.7% (above forecast)
- Growth in all milk classes

High demand for protein (NEW)

- ↑ > 15% fortified milk and yoghurt



NEW SUPPLY MANAGEMENT



ADJUST TO A NEW REALITY & NEW OPPORTUNITIES

SERVING PROTEIN DEMAND– 2025 IMPACT

PROCESSORS

- ↑ 80% in milk production in 2025 (volume) delivered to fluid/yoghurt plants (mostly in Quebec).
- Abundance of cream in secondary market (butter, ice cream, etc.).
- Supply issues for cheese makers.



SERVING PROTEIN DEMAND – 2025 IMPACT



Photo source: BC Dairy

PRODUCERS

- Adjust farming practices (genetic, feeding, etc.).
- Change to on-farm milk payment system (shift toward protein).
- Develop new policy to monitor demand for protein and supply it.

RESPONDING TO KEY PRESSURES: REALITY CHECK

- ✓ **Limited control**
- ✓ **No quick fixes:**
 - Short-term vs long-term
 - There is no single solution
 - No magic solution
- ✓ **System readiness:**
 - Are we equipped to respond?

Clarity on the problem. Simplicity in the solution.

CDC PERSPECTIVE

ADAPTATION

CONCESSIONS

ENERGY

SUPPLY MANAGEMENT

PUBLIC

SYSTEM

EPISODIC

LABOUR

NORM

PROVIDES

COST

CONDITIONAL

RESILIENT

VOLATILITY

STABILITY

PACKAGING ADAPTATION

BUFFERS

INTENTIONAL

COLLABORATION

TRADE

TRUST

THINNER

STRUCTURAL

INCREASE

AGILE

FROM PRESSURE TO FORCES

The pressures you identified are not isolated, they are part of evolving forces shaping the next decade.



FORCES SHAPING THE FUTURE

1. Trade & Geopolitical

2. Consumer Expectations

3. Cost Structures & Scale



FORCES SHAPING THE FUTURE



4. Climate & Environmental Policy

5. Labour, Automation & Succession

6. Data, Traceability & AI

NEW OPERATING REALITY

Canadian dairy is entering a more complex operating environment:

- More volatile
- More interconnected
- More demanding

Success will depend on adaptability, coordination, strategic foresight, and collaboration — not just stability.



LOOKING AHEAD: PLAUSIBLE FUTURE FOR CANADIAN DAIRY



HOW CONFIDENT ARE YOU ABOUT THE FUTURE OF YOUR BUSINESS OVER THE NEXT 10 YEARS?

- Very confident
- Confident
- Somewhat confident
- Not confident
- Unsure

IN 10 YEARS

We will:

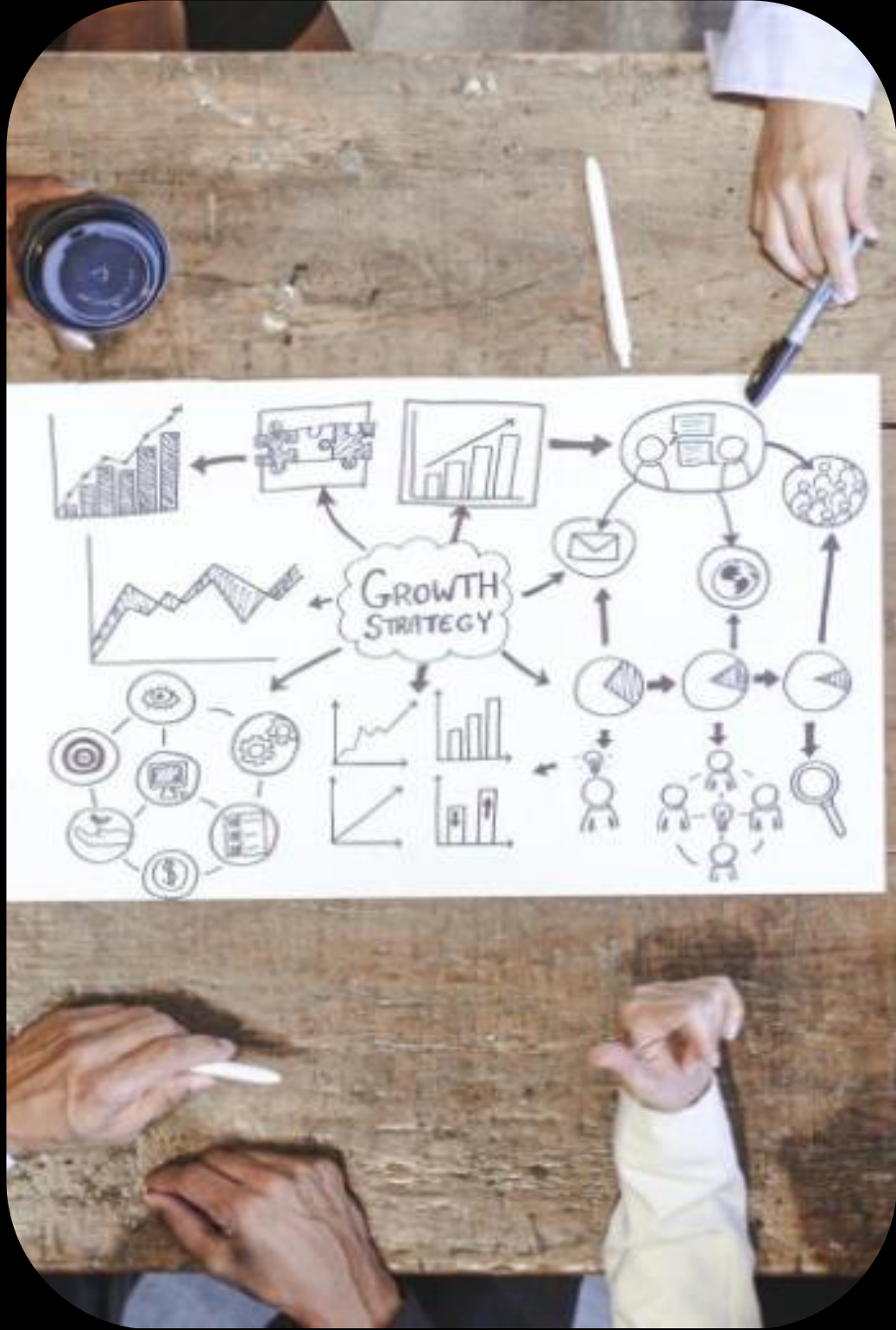
- Deliver a world-class supply management system that serves all Canadians, quickly and reliably
- Unlock strong, sustained growth in demand for Canadian dairy
- Lead change by anticipating trends, driving innovation, and seizing opportunities
- Respond fast to the unexpected, creating win-win outcomes for all

We need a plan. Let's draft it together.

KEY ELEMENTS ENABLING EFFECTIVE COLLABORATION UNDER SUPPLY MANAGEMENT

Collaboration Element	Purpose	Industry Impact
Shared Vision & Objectives	Align stakeholders around common goals	Reduces fragmentation and improves strategic coherence
Clear Governance & Roles	Define responsibilities and decision authority	Improves efficiency and accountability
Data Sharing & Transparency	Enable informed planning and policy decisions	Supports supply-demand balance and trust
Communication Mechanisms	Facilitate dialogue and issue resolution	Prevents escalation of conflicts
Innovation & Knowledge Transfer	Accelerate adoption of best practices	Enhances sustainability and competitiveness

CLOSING PERSPECTIVE





DIFFERENT PERSPECTIVES. SHARED FUTURE.

We may see things differently, but we share the same future. Collaboration, across all parts of the industry, is what makes supply management strong, combining stability with collective action.



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